

THE AFGHAN MEDIA PROJECT

A Proposal Submitted to the United States Information Agency

by

Boston University

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## PROJECT SUMMARY

Boston University proposes to train Afghan refugees to produce credible print, photographic, radio, and television news stories and to train appropriate individuals to develop existing media centers so that they can be more effective in their job of distributing news about Afghanistan around the world.

The bulk of the training programs will take place in Peshawar, Pakistan. The training programs will focus on:

- 1) Upgrading the skills of those who work in the Afghan Information and Documentation Center; and the Afghanistan Information Centre.
- 2) Training additional staff to work in the two centers; and
- 3) Providing whatever training is necessary to enable the two directors to distribute news more effectively in the the Middle East, the Third World and in the West.

Training programs will be conducted in:

- 1) Newswriting and reporting;
- 2) Photo-journalism, including setting up a darkroom;
- 3) Training in television and radio news reporting and the maintenance and repair of radio and television equipment; and
- 4) Training for the directors of the two centers on effective distribution of the news.

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October 16, 1985

Afghan Information Centre Monthly

Bulletin, No. 55, October 1985

## A. Introduction

Boston University is pleased to submit this proposal, which is designed to improve the capability of Afghans to write, broadcast, photograph, film and distribute news about the conflict in Afghanistan.

The proposal outlines the steps we will take both to train a cadre of Afghan refugees to produce credible print, photographic, radio and television news stories and to train appropriate individuals to develop existing independent media centers so that they are more effective in their job of distributing news about the war in Afghanistan around the world.

The bulk of the training program will take place in Peshawar, Pakistan.

A major international conflict arising out of the Soviet invasion of Afghanistan remains largely unreported by the international media. There are many reasons for this. One of them, of course, is the "closed war" policy of the Soviet army of occupation: western journalists are allowed to enter Afghanistan legally only under the auspices of the Kabul government and can then work only in Kabul and only under government control. In consequence, the two main sources of news are governments (the Soviet Union, its satellite regime in Kabul, and, occasionally, reports from diplomats of other countries stationed in Kabul), or the various Afghan liberation groups. Reports from governmental sources are always looked upon with scepticism by professional journalists, while the news stories produced by the Afghan freedom fighters are characterized by a partisan style of reporting and a lack of understanding of what constitutes professional journalism. In consequence, their stories are not accepted as credible or reliable by the world press.

Fortunately, the basis already exists for improving the credibility and reliability of news reporting about the war in Afghanistan: two independent information centers are attempting to report objectively about conditions in Afghanistan and are currently issuing regular bulletins about events taking place inside Afghanistan. We believe that these two centers offer the best base from which to work. The two centers are:

- 1) Afghan Information and Documentation Center, directed by Sayed Fazel Akbar, located at 2032 United Bank Haman Street, Peshawar. This center publishes a bulletin, "Afghan Realities," every two weeks.
- 2) Afghanistan Information Centre, directed by Professor Sayd Bahaouddin Majrooh, located at 55/B Jaamul-ud-din Afghani Road, Peshawar. This center publishes a "Monthly Bulletin" of news reports.

These two centers are not directly associated with any of the various Afghan refugee fighting groups, and are trying to do the "best possible journalistic job under difficult conditions" ("Report" by John O. Koehler, October 6, 1985). It is our intention to focus the bulk of the training project on:

- 1) Upgrading the skills of those who now work in these two centers;
- 2) Training additional staff to work in the two centers; and
- 3) Providing whatever training is necessary to enable the two directors to distribute stories more effectively both in the Middle East and the Third World and in the West.

In addition, if it can be arranged, we propose to work with the various resistance groups who are frequently approached by journalists for information; if possible, we will provide a short training program

AP  
report

for selected representatives from these groups on how to prepare briefings for visiting journalists.

We propose working with existing centers because attempting to establish and maintain an entirely new institution would be unduly time-consuming and wasteful of resources already in place. Even more important, we believe it is of central importance to strengthen existing institutions, because the goal of this project is to help the Afghan people to help themselves. We therefore undertake the project to develop the two information centers on the assumption that the two directors will cooperate with us in our effort to do so. This will include cooperation in recruiting additional participants for the training programs from all groups that are willing to participate. As a collaborative effort between the Boston University team and the leadership of the existing information centers, one of the most crucial shared goals must be to expand the reach of the program.<sup>1</sup>

In order to avoid weakening either of the two existing centers, we are convinced that the training program should be run at an independent site, and our staff will establish the appropriate venue for the training program while on their initial visit to Peshawar.

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<sup>1</sup> Although this is clearly the best way to approach the project, we do not believe that it is the only way. For example, if it becomes apparent to our staff that the necessary cooperation is entirely lacking, it would then be possible to approach the task by promoting the development of a new entity: an Afghan Media Center. This approach would obviously have major implications for the project budget and timetable; in consequence, it does not serve as the basis for this proposal, which assumes the cooperation and collaboration of the existing information centers. If this alternative approach becomes necessary, we would expect to reconfigure the project in consultation with and with the approval of USIA officials.

## B. Boston University

Boston University is one of the largest private universities in the United States, and brings an impressive pool of academic and human resources to the project. For the proposed program, the University will make use of its international experience in providing training programs in Third World countries. More specifically, we will draw on personnel who have experience in organizing and providing training for black journalists in South Africa, a location which requires not only expertise in training journalists but also sensitivity to a complex political reality [Professor Henry G. LaBrie, III; see biographical information in Section F, p. 29, and complete curriculum vitae in Appendix I]. In addition, we will provide personnel familiar with reporting from war zones and who know how to teach the basics of reporting the news using various media [Professor H. Joachim Maitre, Mr. Nick Mills, Mr. Kurt Lohbeck, and Mr. Derek Poon-Young; see biographical information in Section F, pp. 29, 30 and 31, and complete curricula vitarum in Appendix I]. Moreover, we will provide experts in obtaining effective distribution of the news [Professor Otto Lerbinger and Mr. Robert O'Rourke; see biographical information in Section F, p. 30, and complete curricula vitarum in Appendix I]. Members of Boston University's faculty will be involved in all aspects of the project: management, needs analysis, program design and the actual training program. "

Moreover, we have consulted at length with a number of people who have extensive experience in and knowledge of Afghanistan, the Afghan people and Afghan culture, who are familiar with the situation in Peshawar, who have already worked closely with Majrooh and Akbar, and who know a great deal about the difficulties of obtaining coverage of the

Afghan conflict. We will continue to consult with these individuals throughout the project. The combination of their knowledge of Afghanistan and the situation in Peshawar with Boston University's expertise in journalism training will make for a project of maximal quality and effectiveness. (For list of those consulted, see p. 32)

The next section of the proposal describes the methods and work plan which Boston University will use during both the needs analysis and program implementation phases of the program.



### C. Work Plan

Boston University will provide the necessary training required to improve the ability of Afghan news organizations (specifically the two centers mentioned above) to increase the attention paid to the Afghanistan story by the international media, and thereby improve in quality, quantity and depth of world news coverage of Afghanistan.

This is to be accomplished by improving the facilities of the Afghan news organizations, by training their staffs in basic journalistic skills, and, in later stages, by upgrading those skills and enlarging their staffs so that the centers become increasingly professional and are able to take on increasingly broader functions.

Boston University's role will be to provide the training required to fulfill these objectives.

#### SUMMARY WORK PLAN<sup>2</sup>

##### Stage One--Planning and Orientation prior to initial visit to Peshawar

After detailed planning, the project team--the Project Director, Training Director, two media relations experts, and four consultants--will meet at Boston University for two days to prepare for the needs analysis visit to Peshawar. This meeting will include cultural orientation, which will require one or more Afghan consultants. Dr. Vartan Gregorian, President of the New York Public Library, a Trustee of Boston University, and a distinguished historian of Afghanistan, has agreed to use his good offices to help us secure the services of outstanding Afghan scholars now living in North America for this orientation.

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<sup>2</sup> Some aspects of this work plan are discussed in greater detail in the next section of the proposal.

Stage Two--Needs Analysis and Program Development

The Project and Training Directors will travel to Peshawar for three weeks to obtain detailed information about the conditions under which the staffs of the two information centers must operate, to establish amicable working relationships with the directors and staffs of the centers, and to make contact with all parties concerned. In addition to the extensive interviews and observation that will take place, the Boston University representatives will thoroughly review the proposed training curriculum with the two information center directors. It would be useful if a consultant with Afghan experience were to accompany the two Directors on this trip to Peshawar.

A number of essential details will be worked out during this visit: the location of the training site; the best dates for training to take place (e.g., to avoid the height of the campaigning season when the information center staffs will presumably have little time for classroom work) and the optimal duration of the program; development of a list of equipment needed for the training program; and the means of selection and the number of participants.

With regard to the number of participants, we believe it is crucial that--at minimum--the staffs of the two centers be involved<sup>a</sup> (i.e., approximately 10 to 12). We will also encourage the directors of the two centers to do additional recruiting before the actual training program begins.

En route back to the United States the Project Director, Professor Maitre, who has well-established professional connections with international news distributors, will visit distribution agencies in Europe to explore possibilities for effective distribution of the news

reports that will be produced by our trainees in Peshawar. (Such opportunities will be taken advantage of throughout the life of the project.)

### Stage Three--Preparations for Initial Training Program

After returning from Pakistan, the Training Director and the Project Director will need four weeks in which to prepare for the initial training program. They will produce a written report of their findings in the field, and, taking into account their consultations with the information center directors and staff, will prepare the final version of the curriculum to be used in Peshawar.

At the end of these four weeks, the training team will meet at Boston University for two days to be briefed for the initial training program. In addition to the two Boston University project directors, this briefing will require the presence of three consultants, one of whom will actually be traveling to Peshawar to conduct the training; the other two will provide information about the complex political situation in Pakistan and about Afghan culture. (See Section G, p. 32, for list of consultants.)

### Stage Four--Initial Training Program

The Training Director and one consultant will be in Peshawar for six weeks to conduct a training program in:

- 1) Newswriting and reporting--upgrading journalistic skills of staffs of existing independent centers;
- 2) Photojournalism, including setting up of a darkroom.

In addition, the Program Director will visit Peshawar for two weeks during the initial training program to conduct special intensive short courses for our trainees and for representatives from resistance groups in briefing and assisting visiting journalists, identifying military

hardware, and precisely what information they should obtain from the field. This is designed to produce a group of field reporters who will learn the rudimentary requirements for credible information-gathering in the field so that they can provide the raw material from which our trainees in the existing information centers will be able to produce usable news stories. A high priority of this program will be training in the accurate identification of military equipment, one of the major lacunae in information currently reaching Peshawar from the battle zone.

In addition, foreign journalists visiting the area will be recruited to conduct special sessions on what they need to know to better report the news. This technique is an adaptation of an extremely successful aspect of our program for black South African journalists conducted in Johannesburg, and will help both the information centers and the representatives of resistance groups prepare better briefing sessions.

Moreover, our equipment analyst will also visit Peshawar for two weeks during the initial training program to analyze equipment needs and advise regarding the purchase of equipment.<sup>3</sup>

Another feature of the initial training program will be a series of private consultations between our faculty and the directors of the information centers, held on a regular basis, which will focus on the particular difficulties the information centers face in obtaining effective distribution of their news stories.

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<sup>3</sup> We assume that a direct grant will be made by USIA (or a designated organization) for the purchase of equipment. Our role will be to advise and, if necessary, arrange for the purchase equipment on behalf of the centers.

Stage Five--Debriefing, Evaluation and Preparation for Next Stage

In the period between the conclusion of the first training program and the beginning of the second, which will be approximately three months, the following activities will take place:

1) The Training Director and an expert in television news and equipment will visit Peshawar one month after the completion of the initial training to assess the results of the training and to discuss the second training program. The Training Director will visit distribution centers in East Asia on his return trip.

2) Two months after the completion of the initial training program, two Boston University media relations experts will visit Peshawar for two weeks to assess needs and difficulties relating to the effective distribution of news. This will provide essential information for the development of a long-term distribution plan and distribution system. On the return journey, they will make visits to distribution centers in the Middle East.

3) The Training Director will prepare an interim report evaluating the initial training program, and develop strategies for the next stages of the project.

4) The second training team will meet with the Training Director in Boston for orientation for two days prior to the second training program.

Stage Six--Second Training Program

The second training phase will run for six weeks, and will require the services of three staff members and two consultants. The program will have three components:

1. A refresher course and more advanced training for those who participated in the initial training;
2. A repeat of the basic training program for a group of about 12 new recruits; and
3. Training for selected participants in radio and television news reporting and the maintenance and repair of radio and television equipment.

At the conclusion of this phase, one staff member will visit news distribution centers in West Africa and South America en route back to the U.S.A.

#### Stage Seven--Evaluation of Training Programs and Planning for Stage Eight

In the four weeks between the conclusion of the second journalism training program and the beginning of the distribution training phase, the Training Director will evaluate the second training program, consult with all appropriate parties and oversee the development of the curriculum for the next stage. The media relations staff will have principal responsibility for planning and preparing the training program in effective distribution of news.

#### Stage Eight--Training the Two Centers in Effective News Distribution

The two directors of the existing information centers will fly to the United States for one week of intensive training in all aspects media relations at Boston University. This should take place during the winter months when there is little fighting, and therefore little news from Afghanistan.

After the intensive training program, Boston University will arrange that the two directors travel in the United States for one week to to meet with international distribution agencies in New York, Washington and

Los Angeles. In the following two weeks, they will visit international distribution centers in Europe and parts of the Third World. The aim will be to assist the directors in obtaining contractual agreements with international distribution agencies so that the centers can eventually finance themselves. They will be accompanied by the Project Director throughout their travels.

Stage Nine--Evaluation and Final Report

In the final four weeks of the project, the management and staff will evaluate the entire project and prepare a complete report, with recommendations for future programs, for submission to the USIA.

#### D. Detailed Explanation of Aspects of the Work Plan

##### 1. Initial Training Program

###### Preliminary Considerations

Before describing in detail the nature of the training program, we wish to emphasize that we disagree with Mr. Koehler's recommendation that two American editors should actually write news stories and/or edit work prepared by Afghans. Such involvement would be a fundamental mistake because it would give credence to the charge that Americans were tailoring the news for their own purposes. Boston University's functions should be to provide an effective training program, guidance, consultation and advice so that the information centers themselves can provide a credible source of independent information. It is essential to our conception of the project that Boston University staff be on site only intermittently and for only one year or, at most, two years. The entire aim of the project must be to develop independence and self-reliance in Afghan-controlled and -operated news-gathering and distribution organizations.

Obviously, the fine details of the training program will be influenced by the visit which the project management team makes to Peshawar. The outline of the training program that we will provide is, however, clear: the program will be designed to serve the existing staff of the two independent information centers and additional staff recruited by the centers for this purpose, and will focus on upgrading their newswriting and reporting skills. It is our understanding that proficiency in English among the journalists presently employed at the centers is adequate and that there will be little difficulty in



conducting this aspect of the training program in English. If this assumption proves incorrect, arrangements for interpreters will be made in Peshawar before the training program begins. We have consulted with individuals familiar with conditions in Peshawar and have determined that reliable interpreters are readily available in the Afghan refugee community there.

In our view, it is not appropriate to begin training students in television and radio reporting until our instructors have had first hand experience of the level of writing and reporting skills of the trainees. For the project to succeed these essential basic skills must be thoroughly mastered. After working with the participants in the training program, our instructors will be in a position to identify a group of trainees qualified to receive instruction in television and radio news reporting, including training in the use of appropriate equipment. This more advanced instruction will be provided during the second training phase.

It will, however, be appropriate during the initial training program to provide elementary training in photography and photojournalism, to help establish a functional darkroom and to train people to use the darkroom.

As indicated in the previous section of the proposal, the first training program will have three components. The first two components will be covered over a period of six weeks and will be for the existing information centers and their staffs:

- 1) Training in newswriting and reporting;
- 2) Training in photojournalism, including setting up and running a darkroom;

The third component will be dealt with in a two-week intensive course and will include additional participants drawn from the various Afghan resistance groups. This component consists of:

- 3) Training in rudimentary information-gathering skills, including the identification of military hardware and recognition of combat tactics, for reporters in the field.

This component will draw upon the experience and knowledge of the Project Director, Professor Maitre, who has himself reported from war zones and whose professional specialty is military procurement and ordnance.

#### . Analysis of Existing News Sources

The basic design of the newswriting and reporting component will draw heavily on our experience in running such programs in South Africa. Our approach is also informed by an analysis we have made of the publications issued by the two existing information centers. (See copies of these publications in Appendix II.)

A review of "Afghan Realities," published bi-weekly by the Afghan Information and Documentation Center, and of the "Monthly Bulletin" issued by the Afghan Information Center, is an illuminating exercise. It provides a measure of the nature and extent of the training which will be required if Afghan-produced news materials are "to overcome" the substantial obstacles encountered by media representatives in bringing the story to world attention." (The Federal Register, August 26, 1985, p. 34578.)

Our review of these two publications revealed a glaring and consistent failure to understand the basic international language of journalists as they go about the collection of news. For example, the leads on these stories frequently begin with a reference to time--which

is an element professional reporters and editors usually hold to the end of a story in special circumstances such as this, where news tends to trickle into Peshawar. Under these conditions, it will be important to develop in the trainees the skills of writing "backgrounder" or "situationer" pieces which have a more realistic hope of being circulated and cited.

The ordering of stories in these publications reflects a lack of knowledge of "news value" and, in some cases, of what actually makes news. For instance, the October 16 issue of "Afghan Realities," carried the announcement that an American journalist, Charles Thornton, had been killed in Afghanistan on September 19. But since this story had already been carried by Reuters on September 30 and October 1, it should either have been deleted from the issue or have been run only with the addition of a considerable amount of new information.

The lead story of this issue was a report of the press conference announcing the seven-party alliance, Islamic Unity of Afghan Mujahideen. The story was treated in an arid and technical way, rather like the directions for assembling an electrical appliance. The real story--that individual differences within the constituent parties had been set aside for the shared objective of removing a Soviet presence from Afghanistan--fails to come across clearly. A second feature of the news conference, the concern of all seven groups over the ambivalence of the international community about the Soviet presence in Afghanistan, is also blurred.

In addition, the stories appearing in the publications are often characterized by vagueness. There is an obvious and serious need to instill an understanding of the importance of precision in journalism.

Trainees must be taught how to establish facts with exactitude, and of the importance of efforts to verify facts through a second and third source.

Several of the "news stories" which appeared in the issues we reviewed are in fact lengthy personal analyses which seem to be based on interviews. As such, they are not marketable to the world press. It is clear that training is needed to upgrade interviewing skills and to teach students about how to write a news profile.

Both publications have problems with grammar and style, although the "Monthly Bulletin" of the Afghan Information Center is better in these respects than "Afghan Realities." Our program will therefore place considerable emphasis on basics, such as spelling, sentence structure, subject-verb agreement and appropriate word choice.

Perhaps the best way to convey the flavor of these publications is simply to reproduce, in its entirety, a typical short news story. This one appeared in the "Monthly Bulletin" for October, 1985, and illustrates many of the professional and cultural difficulties that now stand in the way of effective reportage from Afghanistan:

Laghman - On October 10, the enemy air force strongly bombarded Kulman village of Laghman. The bombardment started at 8.00 a.m. and continued until 10.00 a.m. Enemy aircraft dropped over 30 napalm bombs in the area destroying 25 houses. A number of women, children and the aged were killed in the bombardment. Over 40 cows and goats were exterminated.

#### Training Program in Newswriting and Editing

On the basis of our experience with similar programs elsewhere in the Third World and of our analysis of the deficiencies displayed by existing Afghan news sources, the first component of the program will be a six week basic newswriting course. We will offer this to staff members from

the Afghanistan Information Center and the Afghan Information and Documentation Center.<sup>4</sup>

We will begin with instruction in basic newswriting skills and to move quickly--perhaps after the first week--to actual newswriting exercises. Regular critiques and sub-editing sessions will follow each exercise. So as not to disrupt the ongoing news reporting and distribution operations of the information centers, we propose to meet this group of trainees for about four hours each working-day morning.

In the afternoons, we will meet with a second group of approximately 12 or 15 additional candidates who will have been recruited by the directors of the information centers. In this way, we will be enhancing the skills of those already engaged in some aspects of news gathering and, at the same time, will be developing a larger pool of reporters and editors.

For both groups, the writing exercises will be based on local news events taking place in Peshawar. We will use these as examples to teach the concept of "news value," the professional selection and ordering of facts and an understanding of how to craft a news lead. The writing assignments will be regular and extensive: two exercises per teaching session. One learns to write by writing.

Foreign journalists who are visiting the area will be called upon to conduct seminars in which they will discuss professional procedures and techniques. It is hoped that this will establish a model that the

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<sup>4</sup> If other appropriate independent groups (e.g., the Writers Union of Free Afghanistan) are identified during the needs-assessment visit to Peshawar and if such groups are prepared to cooperate in the project, the training program will of course also be open to their staff members.

information centers and others can continue to use after the project is completed.

#### Training Program in Photojournalism

Participants will be trained in 35mm photography, since the 35mm camera is the appropriate tool for the kind of photojournalism involved in covering the Afghanistan conflict. Once the basic technical skills of using a camera have been mastered, the trainees will then be given instruction in basic photojournalism--telling the story with pictures--and in the particular demands of combat photography. Next, they will receive training in film developing and printing, and instruction in assembling a working darkroom. We will use a basic darkroom which incorporates the most easily-obtained equipment and supplies, and which can be constructed with a minimum of space and expense. Selection of camera and darkroom equipment will stress simplicity, reliability, durability, low cost, and the availability of parts, repairs and replacement. Using these criteria we will also design a basic outfit for field photographers including cameras, lenses and accessories.

Boston University will also develop a logistics plan to ensure that adequate supplies of film and chemicals reach photographers in the field; plans will also be developed to locate a reliable processing/distribution point to which undeveloped film can be shipped in the event of shortages of chemicals or other supplies.

#### Special Training Program

This component of the project will focus on identifying military vehicles and aircraft, and on weapons recognition and military

terminology. This course will be conducted both for the staffs of the two centers and for field reporters. It will take two weeks.

#### Additional Considerations

The entire program should run for about six weeks, but the precise duration will have to be established after consultation with the directors of the two information centers in Peshawar because the schedule will have to depend in part on the amount of time that the participants in the training program can spend in actual classroom work.

During the initial training program, the instructors will assess the aptitude and talents of the participants to determine who among them should receive additional training in television and radio reporting at a later stage .

We also propose two additional short training programs, both for representatives from the various resistance groups. These programs will deal with: a) how better to brief and assist visiting journalists; and b) what information field reporters should gather so that journalists who interview them can compile accurate news stories. These will be short, intensive programs that will take no more than a few days. The program for field reporters will take place during the two weeks that the information center staffs are receiving training in identification of military hardware and related subjects. The program on how to brief and assist visiting journalists will be scheduled to take advantage of the presence of one or more visiting journalists, who can explain from their first hand experience what is needed.

An additional component of the training program will be regular, private consultations with the directors of the information centers to

advise and guide them with regard to the quality of their publications and the difficulties they face in obtaining effective distribution.

During the six-week period of the initial training program, a member of the Boston University project team who is knowledgeable about equipment and facilities will visit Peshawar to advise and assist in the purchase of equipment. As noted above, however, we assume that a direct grant for the purchase of equipment will be made to the existing information centers either by USIA or by some other organization designated by USIA. It will be our role to advise the information centers regarding the appropriate equipment to be purchased and to arrange to purchase in Pakistan, Europe or East Asia.

During this phase of the project we expect to learn much about the particular difficulties involved in effectively distributing the news from Peshawar. This knowledge will assist in the efforts to be undertaken during Stage 10.

## 2. Second Training Program

The first training program will have focused on upgrading the staffs of the two Afghan information centers. We will have identified which of the staff were suited for additional training in the area of television and radio news reporting. We will also have established the groundwork for the recruitment of additional staff. Akbar and Majrooh will do the actual recruiting, and these new recruits will be in place for the beginning of the second training program.

This program will have three components:

1. Training for new recruits modeled on the first program.



2. Refresher course and continued upgrading for those who participated in the first program.
3. Specialized training in radio and television news reporting.

As is clear from Mr. Koehler's report, this is an area that must be handled with care. It will do no one any good if equipment is purchased but never used.

The question of whether to establish a separate television news center in Peshawar, as Mr. Koehler suggests, or to find some other way to develop this capability, will be determined during Phase 3 of the project.

No matter how it is finally determined that television news can best be distributed, the first step must be the creation of a cadre of trained television journalists. Training in basic newswriting and reporting is crucial to reporting the news in any medium. Those participants who indicate interest in and talent for working with film and video will be taught the specialized aspects of preparing a news story for the visual medium. Realistically, we do not expect this to consist of more than three or four individuals.

We will provide this group of students with basic instruction in the use of appropriate equipment, including editing equipment, and in the repair and maintenance of such equipment. Because these will be trained reporters and editors who have successfully completed the initial training program, we will be able to provide the selected trainees with unusually intensive work in preparing television news stories. The approach used will parallel the approach to print journalism: applied coverage of ongoing and breaking news in the Peshawar area, coupled with regular critiques and re-edits. The constraints imposed by time and by

trainees' lack of previous experience of such work mandate simplicity of our video and audio training program. Nevertheless, each reporter can and will be trained in audio and video editing; in how to incorporate film and audio into a news story; in film and audio interviewing techniques; and in basic field and studio reporting techniques. Field reporters will also be trained to record, on audio tape, their spoken descriptions of events as they happen in the field, a technique that provides valuable and often dramatic accompaniment to TV or radio stories.

We will also assemble a videotaped "library" of news stories drawn from major television news organizations in the Third World, Western Europe, and North America. Our students will study these tapes in order to gain a sense of how professionally-produced stories look and sound, and what kinds of stories are most acceptable to television news services in various parts of the world.

After investigation and consultation with Afghan and other journalists in Peshawar, we may recommend using 8mm film cameras rather than video cameras in the field. The 8mm system has certain obvious advantages: it is compact, sturdy, simple, and reliable. It is also highly cost effective. And 8mm film can be easily transferred to video-tape at an acceptable broadcast standard--at least for combat footage. This would eliminate the problems of carrying heavy equipment and of expensive equipment breaking down. Whatever our final recommendation, the issue of appropriate equipment is an important one and must be made only after a careful assessment of the actual conditions and after full consultation with those who will be using the equipment.

Training in Effective Distribution of the News

At every opportunity during the life of the project a member of our staff will visit selected international news outlets to develop contacts in preparation for subsequent visits by Afghan journalists. We will explore with these news outlets their policies regarding contractual arrangements with organizations such as the independent information centers with which we will be working, their policies regarding the format and nature of the news products they distribute, and their willingness to meet with representatives of the Afghan media. Our purpose in these visits is thus not to distribute news about Afghanistan, but to help the Afghans effectively distribute the news themselves.

In this connection, we propose to develop a training program that will prepare the Afghans to handle this aspect of their work far more effectively than in the past. During the needs analysis stage of the project a carefully structured interview will be conducted with the directors of the information centers to determine their current thinking with regard to news distribution. We will also explore with them the feasibility of increasing the frequency with which news bulletins are published. The information we obtain will make it possible to tailor an effective training program to their needs. Then, after the second training program in Peshawar has been concluded, the directors of the information centers (and perhaps others who may be appropriate) will be invited for an intensive visit to the United States to receive training at Boston University in effective news distribution.

It is important that this component of the project take place in the U.S., because one of its central objectives is to introduce the trainees to news gatekeepers (i.e., executives, editors and producers) in the many

International news outlets based in the United States. After a week's training session in Boston, a member of our faculty will accompany the directors on visits to these news outlets. Moreover, on the return journey to Peshawar, the two information center directors and the Boston University Project Director will visit international news outlets in Europe, the Middle East and the Third World.<sup>5</sup> The aim is to establish contractual arrangements with international distribution agencies so that the information centers can eventually finance themselves.

This segment of the project will last one month, and because during that month the information center directors will be away from Peshawar it would be best if this were scheduled during the winter season when there is little or no fighting in Afghanistan.

In addition, throughout the life of the project the Boston University project team will monitor news that is published and broadcast about Afghanistan to learn what themes and issues capture the attention of gatekeepers to the news. The visits members of our faculty will pay to international news outlets will provide additional information on these issues.<sup>6</sup>

The one-week training program in Boston will be based upon all this information and will focus on the following themes: understanding the

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<sup>5</sup> Some of the outlets to be visited include: AP, ASAHI, EURNOR, INPRESS, JIJI, KYODO, REUTERS, UPI, XINJUA, VISNEWS, KOMPASS.

<sup>6</sup> Boston University has already established contact with Michael Curtis, Managing Director of Nation Newspapers, Ltd., and with Kompass News Features through John O. Lake. Mr. Lake is also member of the board of Nation Newspapers and is attending a board meeting of the group in Nairobi during the first week of December. He has with him Boston University's initial "concept paper" for this project, as well as the USIA guidelines, and has agreed to explore the possibility of Kompass becoming one of the outlets for the news stories produced by the Afghan information centers.

eds, values and judgments of media gatekeepers; using media directories and international press and television outlets; using publicity mailing services; using clipsheets (i.e., a collection of articles and photos printed on a single page or in a short bulletin and distributed to a large number of publications); using publicity techniques to attract media and public attention.<sup>7</sup>

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<sup>7</sup> In addition to the possibilities mentioned above, Boston University already has reliable, established contacts with: Eduardo Ulibarri, Director of La Nacion, and its weekend edition, Rumbo Centroamericano, which is distributed throughout Central America and northern South America, both published in San Jose, Costa Rica; with Axel Springer Auslandsdienst, based in the Federal Republic of Germany; and with Walter Rueb, foreign correspondent and Afghanistan specialist of Die Welt (Bonn, FRG); and other foreign news editors and correspondents from Sueddeutsche Zeitung, Frankfurter Rundschau, etc.

Job Descriptions of Project Staff

Project Director (H. Joachim Maitre)

Responsible for the overall management of the project, including management of budget allocated to Boston University. Will be responsible for occasional visits to Pakistan, liaison with distribution centers, USIA, and any other agencies or organizations involved in the project. Professor Maitre will also be responsible for the special short courses in the identification of military hardware, recognition of military tactics, etc.

Training Director (Henry G. LaBrie, III)

Responsible for all facets of the training program, including needs analysis, detailed consultation with parties in Peshawar, arranging orientation programs, evaluation reports, providing recommendations for future programs. Responsible for preparing consultants who will be teaching on appropriate ways to train relatively unsophisticated journalists, and responsible for teaching newswriting and reporting components of the program.

Assistant to Project Director and Training Director (Ronald Goldman)

Responsible for assisting the Directors in all administrative aspects of the project in the United States; also available to travel to Peshawar or other sites to deal with administrative issues as they arise; responsible for maintaining official records of the project and providing or arranging for staff support to all members of the project staff.

**Trainer in Photojournalism and Radio News Reporting (Nick Mills)**

Responsible for conducting training in photojournalism, helping establish a darkroom and providing instruction in using the darkroom. Also responsible for intensive program in radio news reporting, including use of appropriate equipment. Will assist the Training Coordinator in teaching newswriting and reporting. Mr. Mills will also serve as Assistant Trainer in Newswriting and Reporting

**Trainers in TV News Reporting (Kurt Lohbeck and Derek Poon-Young)**

Responsible for training in all aspects of television news reporting, including editing and how to maintain and repair equipment.

**Trainers in Media Relations (Otto Lerbinger and Robert O'Rourke)**

Responsible for planning intensive training program in media relations. Visit Peshawar, visit media distribution centers in Europe, Middle East and elsewhere, prepare curriculum materials, teach training program, including accompanying participants on visit to international distribution centers.

**Equipment Analyst (Jasper Smith)**

Will travel to Peshawar to analyze equipment needs, and will advise on necessary equipment purchase, including assistance in actual purchase of equipment.